City of Perth

Strategic Community Plan

2019-2029

The Deadly Yongas

Acknowledgement of Country

The City of Perth acknowledges the Whadjuk Nyoongar people as the Traditional Owners of the lands and waters where Perth city is situated today and pay our respect to Elders past and present.

Disclaimer

This report is provided for information and does not purport to be complete. While care has been taken to ensure the content is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions, or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information, which is liable to change. The City of Perth accepts no responsibility and disclaims all liability for any error, loss or other consequence that may arise from you relying on any information contained in this report.

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Chair Commissioner Message

Andrew Hammond
Chair Commissioner

Vibrant, connected, progressive. This is the community's aspiration for Perth and the City of Perth is proud to reflect this in our latest Strategic Community Plan.

Since developing our first Strategic Community Plan in 2013, the City of Perth has come a long way to ensure the community's aspiration remains foremost in our minds as we build and enhance Perth city.

On 2 March 2018, the City of Perth Council was suspended pursuant to Section 8.19 of the *Local Government Act 1995* and three Commissioners were appointed: Eric Lumsden as Chair Commissioner, Deputy Chair Commissioner Gaye McMath and myself as Commissioner.

Following Eric Lumsden's resignation in August 2019, I was appointed as Chair Commissioner and Len Kosova was appointed as Commissioner. Together with Deputy Chair Commissioner Gaye McMath, we are continuing to focus on getting the City of Perth into good shape to deliver the best outcomes for the community.

The City of Perth's role is to recognise, promote and enhance the social, environmental, economic and cultural setting of the city for society, both now and into the future. By representing the broader Perth area and the state of Western Australia, the City of Perth builds on the progress made to date and ensures Perth city will continue to flourish for future generations.

The City must continue to work closely with the community to create and nurture thriving neighbourhoods that connect people and celebrate our many diverse cultural identities by recognising that each neighbourhood precinct has its own distinct character.

Thank you to everyone who has contributed to this plan. You will have a significant impact on planning a sustainable future for Perth city and the community.

SMOKED BEEF BRISKET

CEO Message

Murray Jorgensen
Chief Executive Officer

At the City of Perth, we are proud to use the community's aspirations as the guiding principle for the delivery of our services. By developing a clear and strong connection to the community's needs, we can focus on creating meaningful differences in our neighbourhoods and for Perth as one of the most liveable cities in the world.

We acknowledge the City of Perth has some work to do, to restore faith and trust in the organisation and its leadership. Through our Corporate Recovery project, we have set the foundations for the City of Perth to once again be a leading capital city and exemplar of local government.

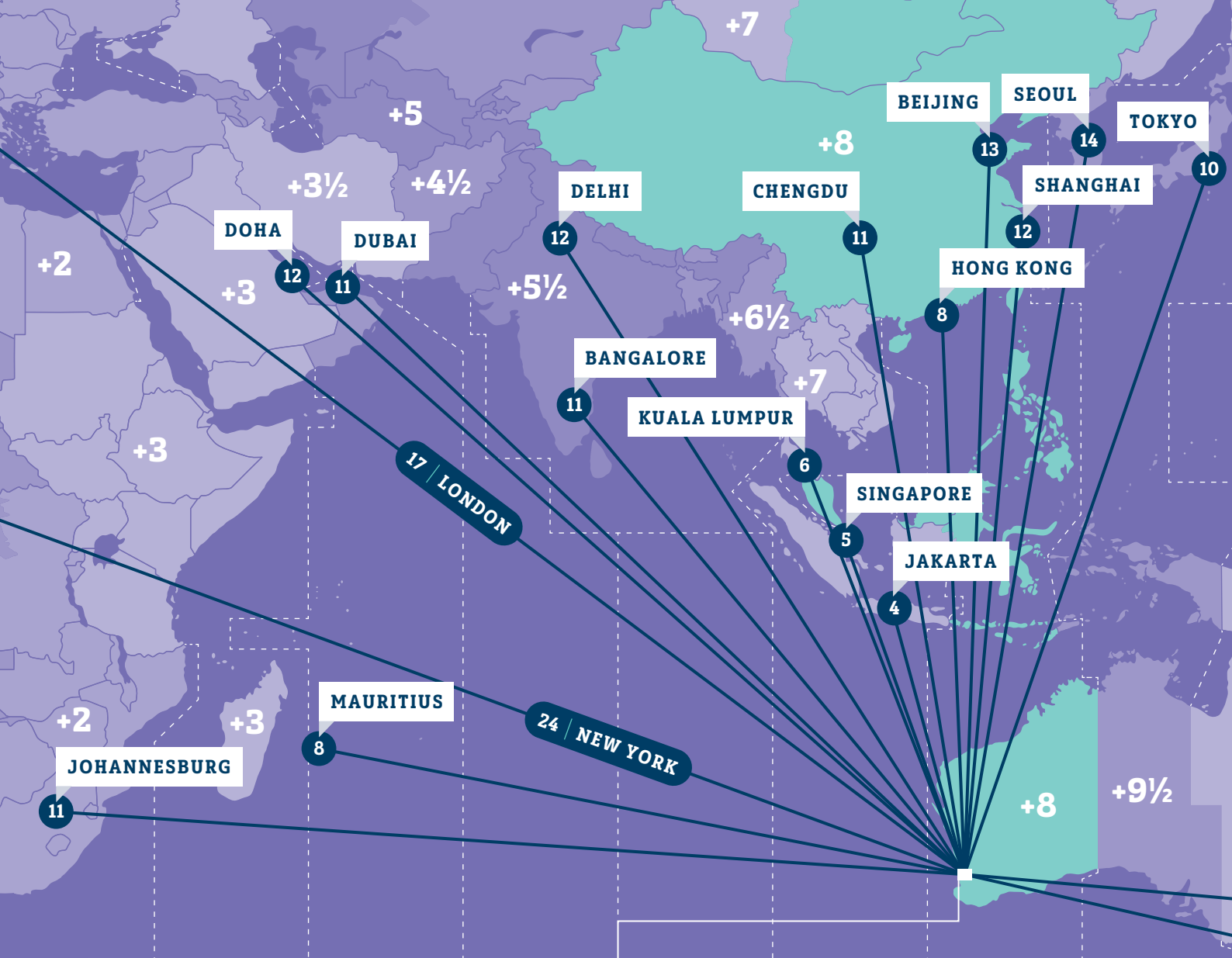
The City of Perth is committed to working towards providing excellent leadership to support a growing and evolving population. Teams have been set up to better align their service delivery with our strategic priorities and deliver community focussed outcomes.

This Strategic Community Plan will provide critical direction for our decision-making processes, services, projects and financial commitments. It will guide our services and facilities for the community, as well as determining our infrastructure requirements. These will be identified through our Corporate Business Plan and Long Term Financial Plan and implemented through the annual budgeting process.

As an organisation, we are committed to being open and transparent with our decisions, ensuring the City's resource efforts and services are adequately aligned to the needs and aspirations of the Perth community. We are constantly evolving our reporting abilities and techniques to give our community and Council a better understanding of how we are delivering strategic outcomes.

We aim to genuinely partner with our stakeholders to build a sense of vibrancy, celebrate and develop our diverse cultural experiences as well as supporting economic growth to enable Perth to continue to compete on the world stage as one of the great liveable cities.

With the help and support of the community, key stakeholders and our skilled staff, we can create a city that is vibrant, connected and progressive. A city that people want to live, visit, work, study and invest in as part of their everyday life. This is the City of Perth's commitment.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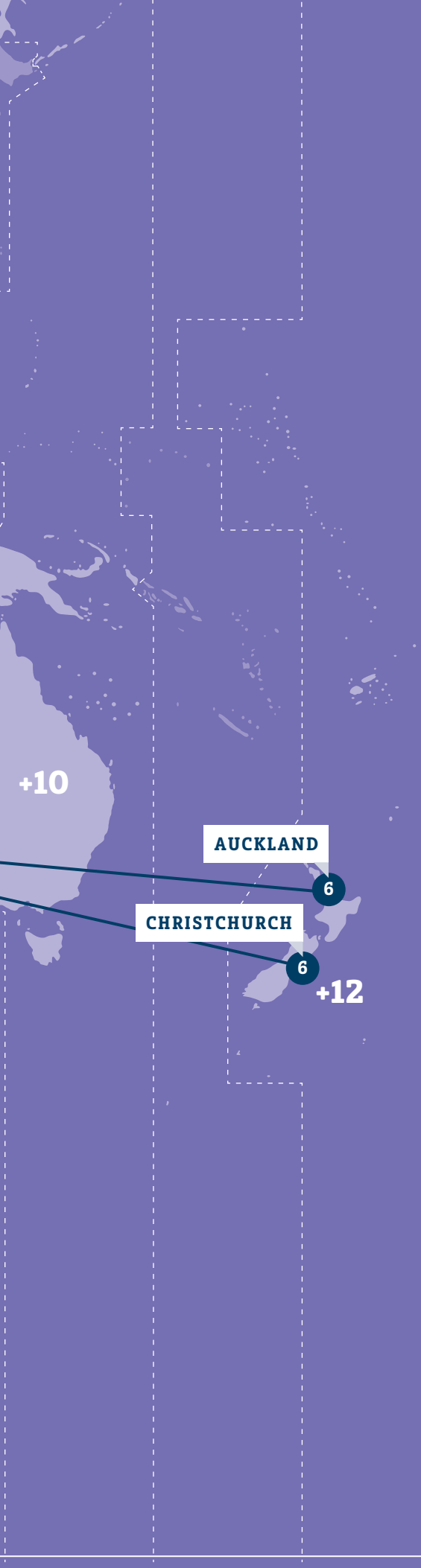
NORTHBRIDGE
WEST PERTH
CLAISEBROOK
CENTRAL PERTH
EAST PERTH
KINGS PARK & BOTANICAL GARDENS
SWAN RIVER
NEDLANDS/CRAWLEY
MATILDA BAY

+2 | +3 | +4 | +5 | +6 | +7 | +8 | +9



Introduction

Perth is the only Australian capital city located on the edge of the Indian Ocean and shares an approximate time zone with 60 per cent of the world's population.

The city has direct access to the rapidly growing and maturing economies of South East Asia, including global business centres such as Beijing, Singapore, Hong Kong, Kuala Lumpur and Taipei. The introduction of direct flights from Perth to London and Japan has also resulted in increased tourism and economic opportunities.

A favourable climate and quality of life underpins Perth's global reputation as a highly liveable city. The ability to attract global talent is important and depends on Perth city being seen a 'great city in which to do business' and a 'great city in which to live'.

As a dynamic local government, the City of Perth provides services and facilities to a broad range of stakeholders including residents, businesses, workers, students and local, national and international visitors.

Acknowledging its role in tourism, business and economic development, the *City of Perth Act 2016* formally recognises the City of Perth as the State's capital city local government authority, with scope to broaden responsibility not only to its ratepayers, but to the Western Australian community.

The passing of the Act confirmed Perth as a focal point on the world stage and provided greater opportunity for collaboration with the State Government, ensuring Perth continues to grow and become an increasingly innovative, sustainable and vibrant city.

The City's responsibilities identified in the Act, along with community feedback and other legislative requirements, have guided the development of this Strategic Community Plan. As a result, it recognises more than the needs of the City's defined local government area and considers the desires of all Western Australians.

The resulting Strategic Community Plan 2019-29 is a result of comprehensive dialogue with businesses, residents, stakeholders and visitors to generate thousands of ideas across six broad themes: People, Place, Planet, Prosperity, Performance and Partnership.

+10 +11 +12

City at a glance

To adequately plan, the City must understand its current state and anticipated population growth. This Strategic Community Plan takes into consideration population growth, economic fluctuations and environmental trends, as well as social and community needs, now and into the future.

Economic

Total office floorspace:
1,915,338m²

Gross regional product:
$41.4 billion

Economic output:
$75.5 billion

Top industry sectors by economic output

Daily workforce population:
149,474

33% Mining

13.6% Finance Insurance

10.9% Professional Scientific Technical

Environmental

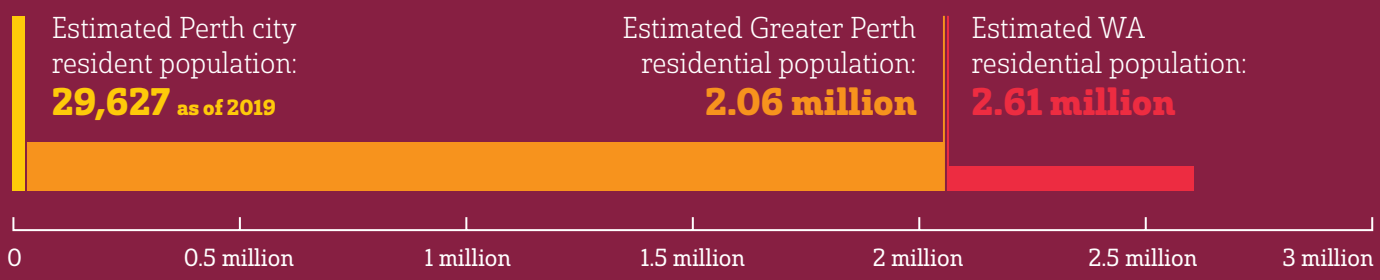
Total area of parkland and reserves:
541.9ha

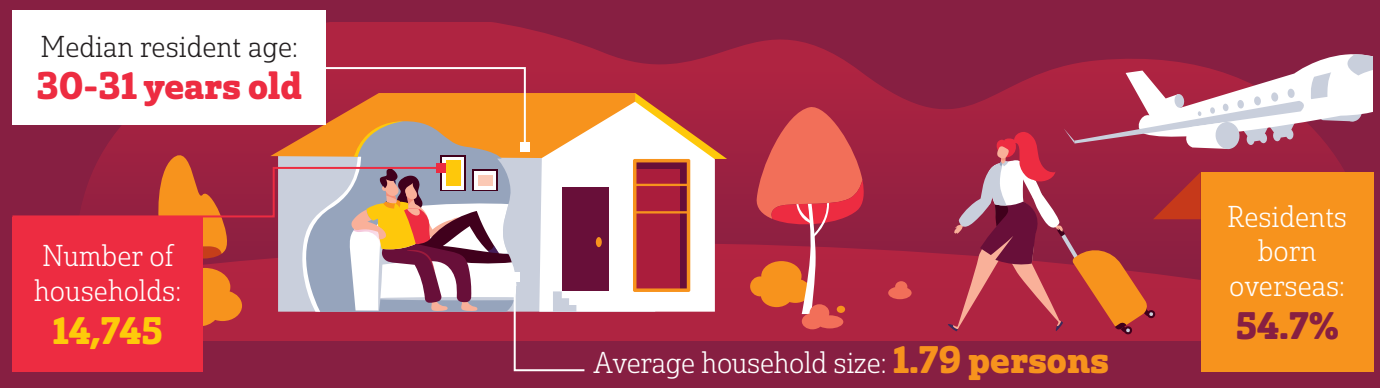
Number of parks and reserves:
26

River frontage:
11.25km

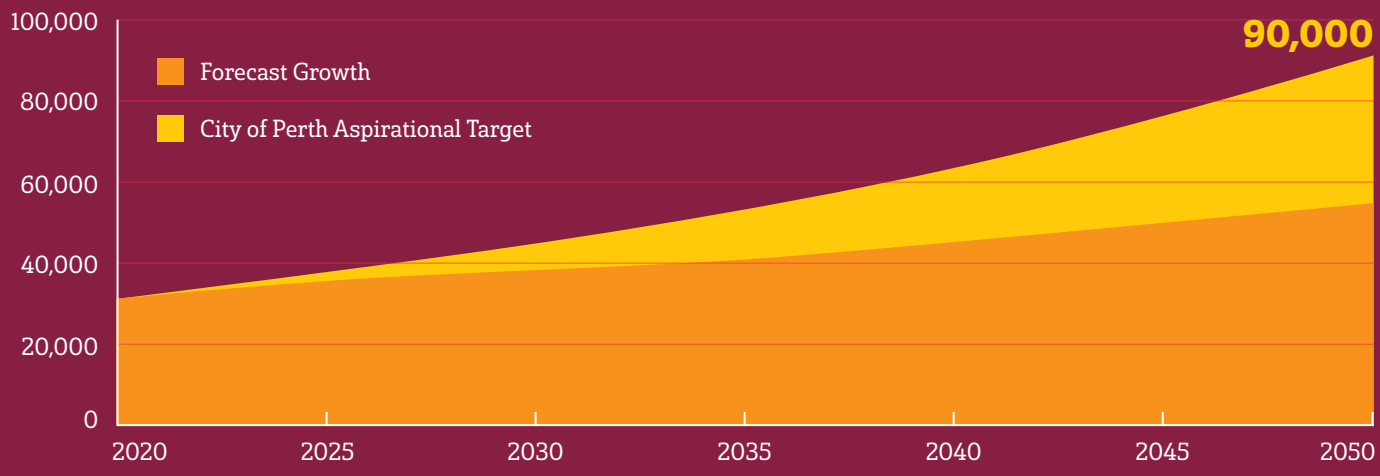
Total length of roads:
95km

Residential





Residential Growth



At this growth rate, by 2035 Perth city's density will be on par with the City of Melbourne of today, and by 2050, the City of Sydney.

Achievements

The City of Perth provides its community and visitors with many services, projects and programs designed to enhance the city as a place to live, visit and work.

Some notable achievements over the past four years include:

- Developing an Inner-City Council Memorandum of Understanding to assist collaboration.
- Developing our first ever Reconciliation Action Plan at the Reflect level.
- Launching a 12-month free parking trial to support local businesses.
- Implementing a city cycle plan and two-way street program.
- Constructing an award-winning community library as part of the Cathedral Square Precinct.
- Developing and implementing a Customer Relationship Management system.
- Delivering major events, including the City of Perth Skyworks and Christmas Lights Trail.
- Receiving a $1.3million Federal Government grant for Smart Cities programs and initiatives.
- Running waste collection services 24/7 to ensure the city is well presented.
- The Wellington Square Masterplan received the Landscape Planning award at the 2019 WA Australian Institute of Landscape Architecture Awards.
- Expanding the 24/7 CCTV surveillance centre and increasing the camera network.
- Becoming the first Australian capital city to provide free Wi-Fi internet coverage.
- Partnering with State Government agencies to develop affordable apartments.
- Implementing a program to showcase Aboriginal artists and cultural collections.
- Working with agencies to promote Perth as a destination of choice for international education.
- Developing strategies to end homelessness in Perth city within 10 years.
- Facilitating a forum with key stakeholders to address retail challenges in Perth city.
- Making changes to outdoor dining rules to abolish fees and create vibrancy throughout Perth city through increased outdoor dining.
- Being voted the friendliest Australian city in 2019.
- Winning the Government Leader category in the 2019 Australian Smart Cities Awards.

Aspirations

Perth is a young and constantly evolving city in comparison to other capital cities throughout the world. The feedback received from the community indicated that it wants to be a part of a city that is a great place for people to live, work, visit, study and invest. The community wants the city to be seen as a beautiful and connected place that provides vibrant, diverse and friendly experiences.

Perth should be seen not only as a city that is bold and progressive in its way of life, but also have a sense of distinctiveness that people can confidently promote.

Vibrant, connected, progressive.

People

Prosperity

Place

Performance

Planet

Partnership

1 People

Aspiration

A safe, activated and welcoming city that celebrates its diversity and sense of community, providing unique educational, cultural, sporting and lifestyle offerings.

Objectives

1.1	Safe, clean and inviting public places that are well patronised and enjoyed by all.
1.2	Timely and contemporary community infrastructure and services.
1.3	Accessible and relevant community support services, and playing a leading role with homelessness.
1.4	An inclusive approach that embraces youth, seniors, people with a disability, and people from all walks of life.
1.5	Infrastructure, activities and programs that stimulate and entertain youth to reduce antisocial behavior.
1.6	Thriving and sustainable cultural, artistic and heritage industries, activities and events that encourage locals and visitors to come back for more.
1.7	Ongoing acknowledgement, recognition and continuing engagement with the traditional owners of city lands, the Whadjuk Nyoongar people.
1.8	A community that is healthy in its lifestyle and wellbeing, and generous towards helping others.

2 Place

Aspiration

A well-planned and functional built form environment, promoting world class architecture, appreciation of heritage, diversity of land use and a sustainable, affordable and accessible integrated transport system.

Objectives

2.1	A city that is seen by all as a great place to be.
2.2	A growing residential population that enjoys a wide range of density and affordable lifestyle housing options.
2.3	Sustainable and responsible accelerated population growth to 90,000 people by 2050 to achieve busy streets, a safer place, more investment, business and economic growth.
2.4	A connected and accessible city with well utilised and sustainable non-car transport options.
2.5	A parking service model that meets community needs from a best value for money perspective, and allows for additional community benefits.
2.6	Stimulating, functional and attractive design outcomes across all developments.
2.7	Safe and enjoyable experiences in the public realm enabled by smart technologies, innovative design and quality infrastructure.
2.8	Individual precincts enjoying a unique sense of place, bespoke service delivery and governance arrangements.
2.9	Land use, transport and infrastructure planning that encourages and facilitates a wide range of public and private sector investment and development.

3 Planet

Aspiration

A city that respects, protects and fosters its natural environment, embraces the principles of sustainability and acknowledges the impacts of our changing climate.

Objectives

3.1 Increased green spaces and tree canopy throughout the city.

3.2 A per capita reduction in the consumption of energy and water and the generation of waste both within the corporation and throughout all city precincts.

3.3 Widespread acceptance and utilisation of the principles of environmentally sustainable design.

3.4 Awareness, acknowledgement and effective response to the impacts of climate change and sea level rise on infrastructure in both the public and private realm.

3.5 Improve biodiversity resilience across the city.

4 Prosperity

Aspiration

A city with a diverse and resilient economy capitalising upon its unique competitive advantages and creative reputation, attracting sustainable investment in education, tourism, entertainment, commerce, technology and trade.

Objectives

4.1 A sustained increase in leisure and business tourism visitation.

4.2 A major university campus with connected residential developments located in the CBD.

4.3 Strategic brand positioning for Perth as a city that is internationally recognisable, unique and inviting.

4.4 Attract and support new and existing business to create a CBD retail experience that is superior to suburban competition.

4.5 A "can do" reputation that delivers investment and assists small businesses and development generally, through a willingness to assist and encourage.

4.6 Precincts that utilise their unique sense of place, local pride and enthusiasm to encourage investment and economic activity.

4.7 Strategic investment and development driven by key opportunities such as direct international flights, student education, higher education and technology research and development.

4.8 Iconic signature events positioned strategically to create a vibrancy that attracts intrastate, interstate and international visitors.

5 Performance

Aspiration

A city led by a Council and supported by an administration that is committed to sound strategy and governance, excellence in customer service and effective and sincere engagement with all stakeholders.

Objectives

5.1 An integrated strategic framework with clear line of sight between community vision and operational outcome.

5.2 Contemporary community engagement systems that are inclusive, accessible and harness the capabilities of digital technologies.

5.3 Commercial operations that are transparent, profitable and compete fairly and lawfully with private enterprise.

5.4 Human resources, both elected and employed, that is committed to professional development and improvement within a safe, happy and productive workplace.

5.5 A financial business model underpinned by a culture of cost management, best value and strategic financial analysis that is subject to ongoing oversight, transparency and accountability.

5.6 Decision-making that is ethical, informed and inclusive.

5.7 Asset management, community services and major projects all guided by strategies that are inclusive, transparent, contemporary and intrinsically linked to the community's strategic vision.

5.8 Service levels that exceed customer expectations.

6 Partnership

Aspiration

A City that has earned the respect and support of the local industry through strong partnerships with state bodies, industry and community groups and other key stakeholders.

Objectives

6.1 Strategic planning objectives and operational activities of the City that fulfil the objects of the City of Perth Act.

6.2 Genuine collaboration between the City and State on major projects that add considerable value to the city's economic, social and environmental fabric.

6.3 The City of Perth Committee embraced as an effective and collaborative forum for the exploration of ideas and opportunities and the integration of planning processes and major project facilitation between the City and the State.

6.4 The City of Perth seen as an active contributor to the national agenda for capital cities by its participation in the Council of Capital City Lord Mayor's Forum.

6.5 Meaningful and sincere engagement with associations and organisations that represent various interest groups, to facilitate and promote a shared vision for Perth as a city.

6.6 Collaboration, support and communication with neighbouring local governments, peak industry associations and community groups to optimise outcomes for wider Perth areas served by all of these stakeholders.

Trends and challenges

Multiple factors influence the way the City of Perth plans and makes decisions. Good decision-making requires an understanding of global and local trends and challenges. The following influences were assessed for their applicability to Perth city now and into the future.

Ageing population

Greater Perth's population is ageing. While we benefit as a society from the skills and knowledge of our older generation, the widening retirement savings gap, coupled with escalating health care expenditure, will alter people's lifestyles, the services that are needed and the structure of the labour force.

Climate change

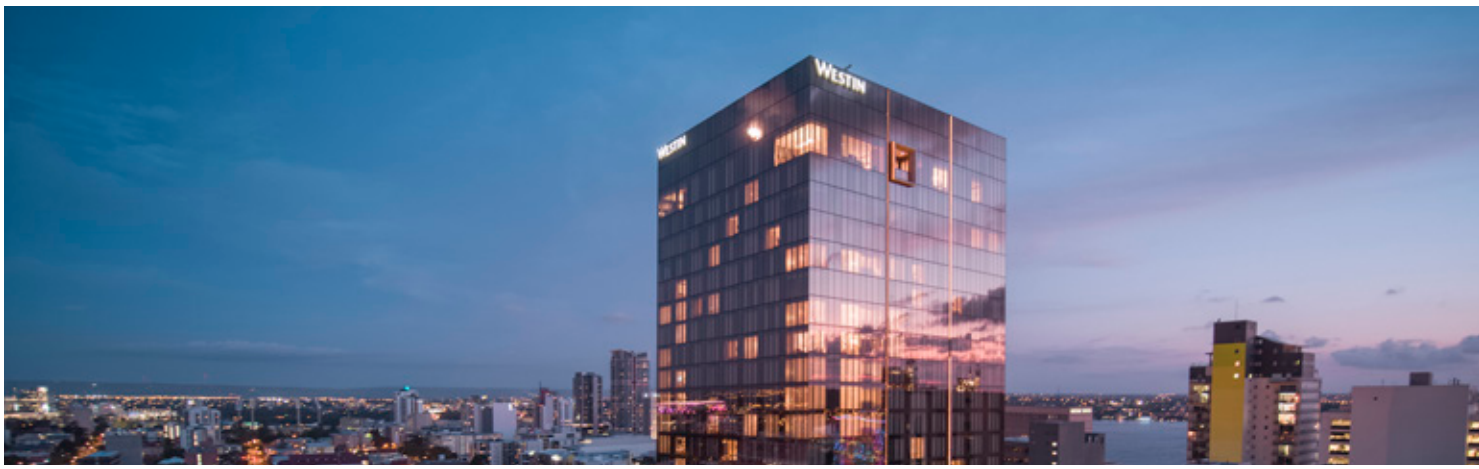
Changes in earth systems are creating significant challenges for humanity, affecting the ecosystems we plan for and live in. Globally, greenhouse emissions are altering the climate to create less predictable local weather systems. Perth city will need to make smart decisions to deliver local responses, including addressing severe flooding events, a rising sea level (river) and increasing urban heat island effects.

Technology

The internet has caused a remarkable expansion in digital technology and harnessing the virtual world has become important to all facets of society. With improved data transfer systems (increased volume and connectivity), there is likely to be an increase in productivity and efficiency in high-tech industries, presenting Perth city with an opportunity to invest in this globally active area.

Economic power shift

The rise of China and India as global powerhouses is causing a shift in wealth. Developing trade markets and a rapidly growing middle class in these regions will cause a transition from an industrial-based manufacturing economy to an advanced service economy that demands education, tourism entertainment and healthcare. Perth city is well located to benefit from these opportunities.



Global boundaries

Globalisation is set to reshape government, organisations and employment. The increasing interconnectivity of the world could threaten the economic health of Perth city, given its economy is heavily influenced by shifts in the resources sector. Perth will need to adapt to changes in global demand and expand its economic base to include more service-based industries, such as education and hospitality.

Homelessness

Wealth is growing in key populations, resulting in increased demand for services. However, this is coupled with increased societal income inequality. Already evident on the streets, this inequality results in disadvantaged rough sleepers seeking comfort and safety close to support services. To address homelessness complaints (for example rough sleeping and begging), a mutually agreed reporting pathway and response is required between the City of Perth and WA Police.

Antisocial behaviour and safety

Antisocial behaviour and crime is a key factor in addressing a difficult retail trading environment which includes high retail vacancy rates and low growth in visitor numbers with concerns from businesses and the community about public safety.

Addressing this issue will complement many of the objectives of the Strategic Community Plan including increased residential population, more tourist and business visitors, attracting new retail businesses and the global brand position and reputation for Perth. The City of Perth is working with WA Police to create an action plan to address this.

The City's integrated approach

The City of Perth takes an integrated approach to its planning to ensure the City's operations are focussed on delivering the best outcomes for the community now and into the future. Through extensive research, analysis and consultation, the City develops plans aimed at enhancing the quality of Perth city as a great place to live, work, visit, study and invest in.

The Integrated Planning Model provides the organisation with a clear structure that guides a coordinated and collaborative process to develop the City of Perth's strategic direction and subsequent organisational activities.

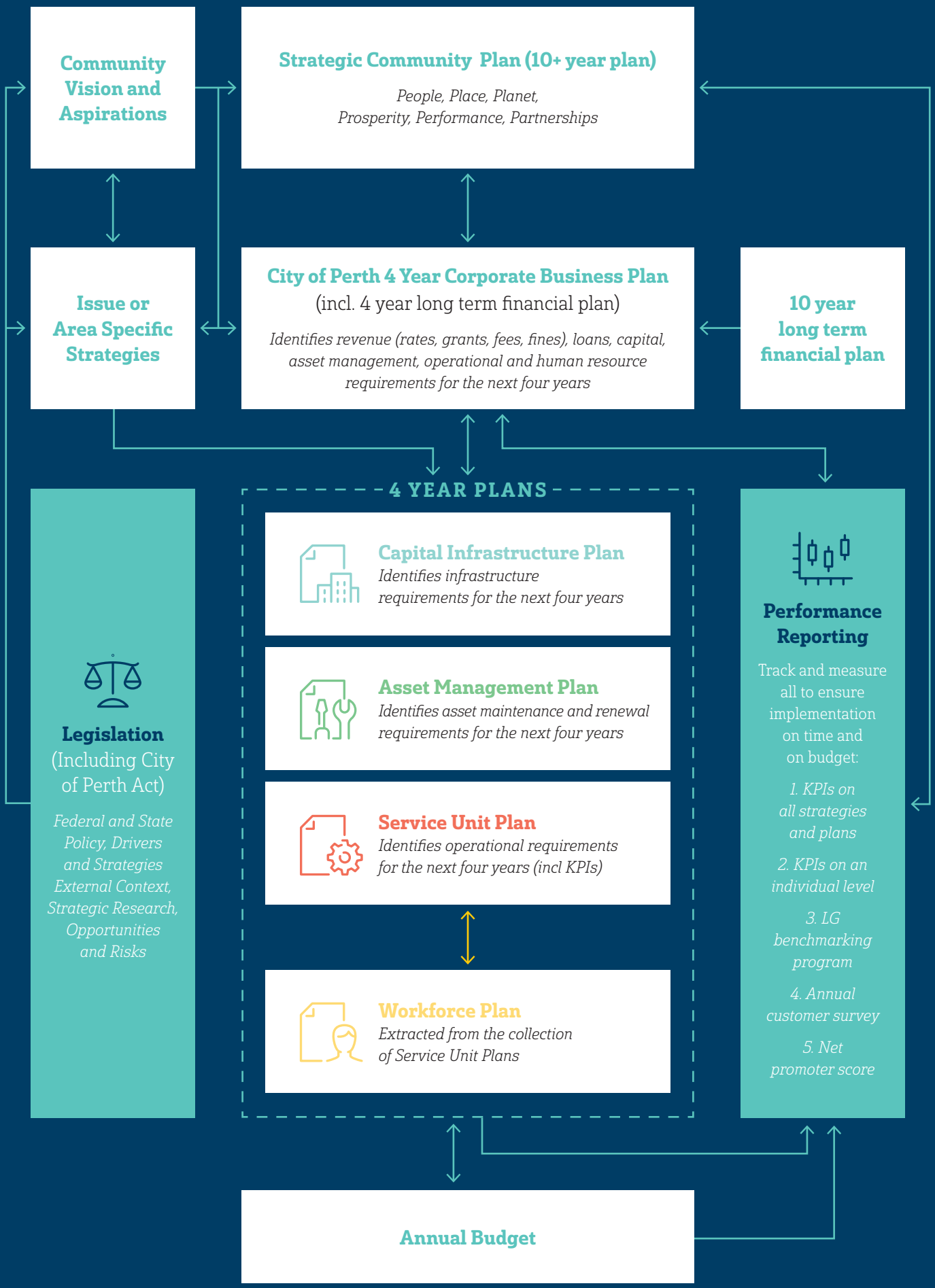
The principal guiding document for the City is the Strategic Community Plan. The plan is developed through research and an understanding of the external environment and the constraints faced by the City of Perth. It sets a vision for the city and articulates the aspirational outcomes, objectives and measures for the City of Perth to work towards over the next ten years.

The Corporate Business Plan sets the City's services, projects and activities over four years. It is informed by the City's workforce, long-term financial and asset management plans. It also guides, and is guided by, the development of issue specific strategies, which then inform service plans and the City of Perth's Annual Budget.

Risk management is also an integral part of good management practice and an essential element of sound corporate governance. Identifying and managing risk enables a more robust basis for effective decision-making and facilitates continuous improvement in performance.

The implementation of objectives identified in this Strategic Community Plan will be achieved through contemporary project and people management practices, with active identification and management of associated risks. Implementation progress and success with service delivery will be tracked on an ongoing basis for all identified actions.

Progress towards the City's strategic objectives and goals will also be reported on an annual basis through the City of Perth's Annual Report.


Community Vision and Aspirations
Strategic Community Plan (10+ year plan)
People, Place, Planet, Prosperity, Performance, Partnerships
Issue or Area Specific Strategies
City of Perth 4 Year Corporate Business Plan
(incl. 4 year long term financial plan)
Identifies revenue (rates, grants, fees, fines), loans, capital, asset management, operational and human resource requirements for the next four years
10 year long term financial plan
4 YEAR PLANS
Capital Infrastructure Plan
Identifies infrastructure requirements for the next four years
Asset Management Plan
Identifies asset maintenance and renewal requirements for the next four years
Service Unit Plan
Identifies operational requirements for the next four years (incl KPIs)
Workforce Plan
Extracted from the collection of Service Unit Plans
Legislation
(Including City of Perth Act)
Federal and State Policy, Drivers and Strategies External Context, Strategic Research, Opportunities and Risks
Performance Reporting
Track and measure all to ensure implementation on time and on budget:
1. KPIs on all strategies and plans
2. KPIs on an individual level
3. LG benchmarking program
4. Annual customer survey
5. Net promoter score
Annual Budget

Alignment with stakeholders

The Strategic Community Plan guides the City of Perth in the services and activities it provides. However, delivering quality services and enhanced liveability cannot be done by the City of Perth in isolation.

During development of this plan, it was important for the City of Perth to have consideration for other organisations' views and objectives that have an impact on Perth.

The City of Perth places importance on forming partnerships, advocacy platforms and facilitation efforts to provide a collaborative approach to meeting community expectations.

The City of Perth's role, together with that of its key stakeholders, is shown below:

Stakeholder	Service Provider	Partner	Advocate	Facilitator
City of Perth	✓	✓	✓	✓
Commissioners			✓	✓
Businesses	✓	✓	✓	
Interest groups			✓	✓
Visitors			✓	
Residents		✓	✓	
Not for profits and community organisations	✓	✓	✓	
Other Local Governments	✓	✓	✓	✓
State Government	✓	✓		✓
Federal Government	✓	✓		✓

Service Provider	Play a lead role in delivering services and programs directly to the community.
Partner	Build partnerships with others to assist in the delivery of services and programs to the community.
Advocate	Advocate on behalf of the community to influence the delivery of services and programs to meet the needs of the community.
Facilitator	Facilitate others to deliver services and programs to the community.

JEANS
A FUSION OF
TRADITION
AND
INNOVATION
WE LOVE
THE WAY
YOU LIVE
WE LOVE
THE WAY
YOU LIVE

City of Perth

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